



Personalize and localize these messages as you speak to your audiences about Air Mobility Command.

**AMC Mission:** Provide Global Air Mobility ... Right Effects, Right Place, Right Time

**AMC Vision:** Unrivaled Global Reach for America ... ALWAYS!

## AMC FOCUS AREAS

- Win Today's Fight as Part of the Joint/Coalition Force
- Develop and Care for Our Airmen and Families
- Enhance Nuclear Mission Support
- Optimize Mobility Partnerships
- Prepare Mobility Forces for the Future

## WIN TODAY'S FIGHT AS PART OF THE JOINT/COALITION FORCE

**Winning the war today with our Joint and Coalition partners is Job No. 1.** Air Mobility Command supports America's national defense interests through three core capabilities: airlift, aerial refueling, and aeromedical evacuation.

- **AMC is "All In" – Always in motion and firmly in the fight.** Global reach is what we do. It's the ability for our nation to reach out anywhere in the world within hours. We deliver hope, we fuel the fight, and we save lives. We can respond and put a force in place anywhere in the world and sustain it.
  - Mobility Air Force aircraft fly nearly 65 percent of missions on CENTCOM's daily Air Tasking Order, to include airdrop, airlift, aeromedical evacuation and air-refueling missions.
  - **AMC's mission is unique** in that we support combatant commanders on three fronts: through our deployed resources; through units permanently assigned abroad; and through stateside assets.
  - More than 8,800 AMC personnel are currently deployed, and one out of every ten deployed AMC Airmen supports our partners by fulfilling a joint expeditionary tasking (JET).
  - **AMC plans approximately 900 sorties per day – If you average this out, it comes to one departure every 90 seconds.** AMC flew 224,055 sorties during 2009. Flying one flight per day, this would take 613 years to accomplish.
  - We are a Total Force team more than 135,000 strong comprised of active duty Airmen, Reservists, Guardsmen and civilians.
- **Mobility Airmen have been extremely busy since the president's announcement of the 30,000 troop plus up in Afghanistan.**
  - From Dec 2009 to Aug 2010, more than 40 million pounds of cargo was airdropped for Operation Enduring Freedom. At just over 4.4 million pounds a month -- that's the **estimated equivalent of keeping 970 pickup truck-size vehicles off of the roads.**
  - The Air Mobility enterprise executed 3,637 sorties, delivering more than 27 thousand passengers and 20 thousand tons of cargo, for the OEF plus-up.
  - Between December 2009 and July 2010 There were more than 19,600 intra-theater airlift sorties for Operation Enduring Freedom.
  - Between January and March, 64,100 tons of cargo was airlifted -- **more than double from that time frame the previous year.**
- **The air mobility team is getting convoys off the road – and that's saving lives.** Through increased airlift, Air Mobility is decreasing the number of troops and vehicles on the roads, helping defeat the enemy's IED strategy and other attacks.
  - **From 2006 to 2010, the amount of airdrop support in Afghanistan doubled.**
  - Afghanistan is a remote, mountainous country that has inadequate or nonexistent roadways, treacherous terrain and insurgent activity or other threats. In many cases, the mode of airdrop is the only way to get the troops the supplies they need quickly.
  - **The continued sustainment of our warfighting forces is key to counterinsurgency operations,** which require persistent presence and logistics. At many locations throughout the country, Soldiers and Marines depend exclusively on airlifters to bring them supplies they need.

- The ability to deliver critical supplies into the most remote regions of Afghanistan provides Combined Forces Land Component Commanders the freedom to maneuver and arrange forces, as needed.
  - Delivery methods such as Joint Precision Airdrop System and the newer C-130 "low-cost low-altitude" combat airdrop provide efficient strategic deployment directly to the tactical level -- **removing the valuable assets from direct enemy fire.**
  - **Airlift is essential in getting M-ATVs to terrain-challenged outposts in Afghanistan.**
    - The mine-resistant ambush-protected all-terrain vehicle, or M-ATV, is on its way to Afghanistan to replace many of the up-armored Humvees. The M-ATV offers Soldiers more protection than the up-armored Humvee.
    - During the past year, Mobility Airmen have helped to deliver more than 6,300 M-ATVs.
  - **Since Sept. 11, 2001, AMC Airmen have transported more than 15 million passengers.** They've also moved more than 5 million tons of cargo, which could load enough semi trucks to form a line from Los Angeles to Indianapolis.
- **Tankers set a new record for air refueling** in the U.S. Central Command area of responsibility with 4.5 million pounds of fuel delivered to aircraft on Sept. 17, while sustaining an unprecedented average of 3.7 million pounds of fuel delivered daily for 2010.
- Tankers increase fighter aircraft endurance by allowing longer aircraft loiter time without landing for ground refueling. Close air support and reconnaissance aircraft depend on tanker missions to provide the ground commanders' desired combat effects.
  - Since Sept. 11, 2001, Air Mobility Command air refueling aircraft delivered more than 12.5 billion pounds of fuel to Air Force, joint, and coalition aircraft. This is enough fuel to fill more than 2,500 Olympic-sized swimming pools.
- On Sept. 28, the U.S. **House of Representatives passed a resolution honoring Airmen who perform aeromedical evacuation.**
- House Resolution 1605 commends the fact that, since Sept. 11, 2001, the aeromedical evacuation system has yielded a **98-percent survivability rate, the highest in U.S. war history.**
  - Aeromedical evacuation experts conducted more than 168,000 patient movements and more than 32,000 sorties since 9-11. That averages out to approximately 10 potentially life-saving missions a day.
- **Even as we continue to deliver a clenched fist to our adversaries, AMC extends an open hand of hope to victims of crisis.**
- From the start, C-130 and C-17 aircrews made significant contributions to Pakistan's flood relief. In addition to the delivery of more than 436,000 halal meals during the early days of the disaster, these Airmen worked in close partnership with Pakistan's military and National Disaster Management Authority to transport more than 5.5 million pounds of much-needed relief supplies to flood victims nationwide. **They also evacuated thousands of people from flood-affected regions of Pakistan.**
  - More than 30 members from the 621st CRW from Joint Base McGuire-Dix-Lakehurst arrived at Chaklala Air Force Base, Pakistan, on Aug. 28, working around the clock to assist with managing the distribution of incoming international relief supplies.
  - During Operation Unified Response in Haiti, AMC Airmen delivered more than 13,600 short tons of cargo. They also transported more than 25,800 passengers; fueled more than 45 aircraft; and moved more than 280 patients.
  - **Mobility Airmen also completed four airdrop deliveries of food into Haiti -- dropping 152 bundles of "meals-ready-to-eat," or MREs, and water totaling 246,480 pounds.**
  - The deployment of Soldiers and equipment from the 82nd Airborne Division's Global Response Force required 91 C-17-equivalent loads to support and only took the 618th Air and Space Operations Center (TACC) less than seven hours to plan.

## DEVELOP AND CARE FOR OUR AIRMEN AND FAMILIES

**Airmen and their families make great sacrifices to keep this nation safe and protect our way of life.** This underscores the importance of properly training and caring for them.

- **AMC Comprehensive Airman Fitness is a new approach to taking care of our Airmen, civilians and families.**
- Comprehensive Airman Fitness focuses on holistic health: physical, mental, social and spiritual fitness. It also encourages Airmen to focus on positive behaviors to build resilience: caring, committing, connecting, communicating and celebrating.
  - More than 168 initiatives spread throughout 12 Air Mobility Command bases directly supporting Comprehensive Airman Fitness were approved for funding by command officials this summer. Initiatives include a task force for special-needs families; upgrades to recreational facilities and a home care program for spouses of deployed members.
  - While Comprehensive Airman Fitness is a new approach to taking care of Airmen, it is not a new concept. **The Air Force has a long-standing tradition of taking care of its people.** This is an ongoing investment in force resilience.

- **We must deliberately develop our Airmen to ensure we remain the world's dominant air, space and cyberspace force.** It is our Airmen who drive our global mobility mission to success.
  - The Expeditionary Center produced more Combat Airman Skills Training graduates in 2009 than the other two Air Force training venues combined. CAST prepares Airmen deploying to hostile threat environments in the CENTCOM and AFRICOM AORs.
  - **Graduates from the CAST course testify the training provided them the confidence necessary to effectively operate while in harm's way;** and some have reported that it saved their lives.

## ENHANCE NUCLEAR MISSION SUPPORT

**Safeguarding our vital nuclear deterrence capabilities remains the Air Force's number one priority.** Excellence in our stewardship, leadership, and individual adherence to Air Force core values is more important now than ever.

- **AMC will continue to maintain the highest standards for nuclear surety.** As the only MAJCOM conducting peacetime air transportation of nuclear weapons, AMC is committed to upholding our "no-fail" approach.
- AMC's air refueling tanker and NC2 roles in the nuclear enterprise have been consistently validated through recurring USSTRATCOM exercises and CJCS assessments with outstanding results.
- **Our inspections show we're getting this right.** Over the past year AMC's nuclear units have maintained a 100 percent pass rate during nuclear inspections, to include 10 Nuclear Operational Readiness Inspections (NORI) and 2 Nuclear Surety Inspections (NSI).
  - **The Nuclear Surety Program at Joint Base Lewis McChord received the highest grade possible** following an evaluation by inspectors from Air Mobility Command and the Air Force Inspection Agency this summer.
- The **62nd Airlift Wing at Joint Base Lewis-McChord was awarded a Nuclear Surety Plaque by the Air Force Safety Center** in March.
  - Maj. Gen. Frederick Roggero, the Air Force chief of safety, said the Air Force nuclear surety program was strengthened during 2009 through functional-expert visits to field units, publication of the Nuclear Surety Bulletin and by reporting deficiency analysis.
- The AMC commander has developed a dedicated group of specialists, known as the Nuclear Operations Division, to provide guidance to and oversight of AMC's nuclear enterprise.
  - AMC is continually reviewing and implementing updated policies to ensure the highest standards in this perfection-driven program.
  - **Precision and reliability is AMC's standard; doubly so in AMC's support of the nuclear mission.**

## OPTIMIZE MOBILITY PARTNERSHIPS

**AMC continues to pursue opportunities and initiatives with our active duty, Reserve, Guard and civilian partners,** as well as our sister services, who bring significant contributions to our overall capability.

- **AMC is leading the way with Total Force Integration,** which successfully maximizes resources while enabling us to meet combatant commander requirements through the most efficient use of aircraft and Airmen.
  - The command is comprised of more than 55,000 active duty and civilian personnel; more than 42,000 Air Reserve Component personnel, and more than 36,000 Air National Guard personnel.
- **Air Reserve component air crews fly a significant portion of the 618 TACC missions to meet our mobility requirements.** In addition, the ARC fills nearly one-third of our deployments and backfills approximately 1,800 out of 7,000 jobs at home for deployed active duty members. When you go out to the CENTCOM AOR, you won't be able to tell one Airman from another, except for their patch.
- **AMC works closely with our sister services in various capacities, such as joint base initiatives.** AMC is currently co-operating three joint bases at McGuire-Dix-Lakehurst, McChord-Lewis, and Charleston.
  - The Air Force also has the lead at Joint Base Charleston, which stood up initial operating capability Jan. 8 and became fully operational in October.
  - The Air Force has the lead at Joint Base McGuire-Dix-Lakehurst. The joint base became fully operational October 2009, and was the United States' first tri-base military installation.
  - The Army has the lead at Joint Base Lewis-McChord, which launched initial operating capability Feb. 1.

- **AMC aircrews continually partner with Soldiers to conquer new ground with joint capability training.**
  - **AMC aircrews partnered with Soldiers in the largest formation ever assembled for a Joint Forcible Entry Exercise** June 22 and 23 at Pope Air Force Base and Fort Bragg, N.C.
    - The formation of 18 Air Force cargo airplanes featuring 10 C-130s and eight C-17s showcased the Army's 82nd Airborne Division's ability to gain operational access to denied terrain through massive airdrop.
  - Aircrews from nearly 30 C-130s and C-17s descended on Alexandria International Airport in Louisiana Oct. 18 and transported 1,700 Army paratroopers and more than 70 tons of equipment during a massive joint readiness training exercise -- the largest movement of paratroopers seen at Fort Polk in more than a decade.
    - Members of Travis Air Force Base's 615th Contingency Response Wing managed airfield operations while overseeing air traffic and the loading and unloading passengers and cargo during the exercise.
- **We must continue to pursue initiatives that produce synergies across all providers, including military and civilian employees,** as well as industry partners; all of which provide a significant piece to AMC operations.
  - Commercially-contracted aircraft have averaged 30 percent of our global strategic airlift missions flown since Sept. 11, 2001.
  - On passenger movements, approximately 95 percent of the troops that go into Afghanistan go by commercial air. Approximately 75 percent of channel cargo goes in via commercial air and 25 percent via military air. This frees our organic military aircraft to perform essential missions such as heavy cargo transport and tactical airlift.

## PREPARE MOBILITY FORCES FOR THE FUTURE

To continue to be the best, AMC will improve, innovate, overcome and adapt to changes in the world to ensure our ability to provide worldwide, world-class airlift, air refueling, aeromedical evacuation, and the necessary global reach laydown to support our joint and coalition partners.

- **The KC-X is the Air Force's #1 acquisition and recapitalization priority.** We're overdue on building new tankers. It's vital that we move quickly with a recapitalization program for our nearly 50-year-old KC-135s.
  - OSD and the Air Force have evaluated industry and congressional comments on the draft Request for Proposal and incorporated minor changes and clarifications into the final RFP. The plan is to complete source selection this fall.
  - The KC-X air refueling aircraft will be a new medium-to-large commercial derivative tanker aircraft. It is the first phase of a three-phase tanker aircraft recapitalization effort for 179 new aircraft.
  - KC-135 maintainers are the best in the world, but they can't stop the wear and tear of this nearly 50-year-old aircraft.
  - For each hour of flight of a KC-135, it requires an average of seven to eight man-hours maintenance.
  - KC-135 depot visits averaged 216 days per aircraft in Fiscal Year 2009.
- **By enabling the creativity and good ideas to find and eliminate energy waste,** we'll continue to reduce dependence on foreign sources.
  - AMC is a leader in identifying best practices for improving fuel efficiency standards.
  - On Aug. 27, a **C-17 based out of Edwards Air Force Base flew on all engines using jet fuel blended with a combination of traditional petroleum-based fuel, or JP-8, biofuel derived in part from animal fat, and synthetic fuel derived from coal.**
    - The flight was a first for any DoD aircraft where a 50 percent mix of JP-8 was blended with 25 percent renewable biofuel and 25 percent fuel derived from the Fischer-Tropsch process, which is essentially liquefied coal or natural gas.
    - The C-17 fleet is the biggest Air Force consumer of jet fuel annually. The successful test flight was a big step forward in achieving the Air Force's energy goal of increasing the available supply of fuel by acquiring half of the Air Force's domestic jet fuel requirement from domestically derived, environmentally friendly alternative sources by 2016.
  - Mobility Air Forces have implemented 11 fuel efficiency initiatives with projected yearly fuel consumption reductions of 65.3 million gallons of fuel at a cost avoidance of \$184.1 million.
  - Twelve more initiatives have been identified that, once implemented, will reduce fuel consumption an additional 51.1 million gallons at a cost avoidance of \$144.1 million, for a total yearly reduction of 116.4 million gallons at a cost avoidance of \$328.2 million.
- **The new C-5M Super Galaxy received a chance to flex its muscles this summer while supporting the Afghanistan plus-up** – showing off its upgraded engines and avionics and improved reliability rates during a recent 30-day mission.
  - Ten C-5 aircraft - two M models and eight legacy A- and B- model C-5s - transported more than 100 U.S. Army helicopters and more than 400,000 pounds of related equipment to various airfields in Afghanistan, including Bagram and Kandahar.

- **As part of a U.S. Transportation Command multimodal movement**, the Army equipment was initially transported to Rota NAS, Spain, by ship. From there, AMC Airmen loaded the equipment onto the C-5s and delivered it directly into landlocked Afghanistan.
  - Col. Patrick Cloutier, Rota NAS Stage commander for the operation, said the the C-5M did what it was designed to do; deliver cargo more effectively and efficiently than its predecessor. **"We're just now realizing everything this incredible aircraft can do."**
  - Because of maintenance issues with the legacy C-5s, eight C-5A/Bs were used to generate 23 missions, while the two C-5Ms generated 22 missions. **Although the Super Galaxies flew one less mission, they hauled 55 percent of the total cargo.**
- **AMC is working to help field and operate 38 C-27Js as part of the Air Force's new direct support airlift mission from the Army.**
- This is an additional mission area separate and distinct from the traditional common-user inter- and intra-theater airlift processes, and builds upon current initiatives in theater today to further develop a responsive airlift system.
  - Results are under review for a test of the Air Force's ability to directly support the Army's intra-theater airlift needs — a mission that C-27J transports will perform in coming years.
    - The assessment took place late 2009 in Iraq with an expeditionary airlift squadron and two C-130 transports serving as surrogate C-27Js, along with a C-27J concept of employment that has now matured into a concept of operations.
    - The test was as much about learning the differences in Army and Air Force airlift processes as it was about building relationships and trust.
  - The C-27J is scheduled to reach initial operational capability by November 2010; deployment to the U.S. Central Command area of responsibility could occur as early as spring 2011.
- **The Light Mobility Aircraft (LiMA) is the result of the SECDEF's and the CSAF's vision that light mobility is needed to enhance AMC's role in irregular warfare;** and in particular, building partnership capacity (BPC).
- Building partnership capacity is a targeted effort to improve the collective capabilities and performance of the DoD and its partners.
  - The LiMA concept is based on the axiom that partner nations need a light mobility aircraft that's affordable to them and also of the right-tech (inexpensive, easily employed and maintained) for our partner nations that are still developing their mobility systems.
  - This enables our partners to build affordable and sustainable mobility systems of their own that are interoperable with our system.
  - The LiMA concept is smaller than a C-130 allowing PN to reach parts of their countries not readily reachable by larger aircraft.
    - The results of a Cost and Capabilities Analysis for LiMA were briefed to the CSAF by AMC in December with positive results and direction to keep pressing forward.
- **The goal of the C-130 Avionics Modernization Program** is to modify 221 C-130H model aircraft with upgraded avionics for maintainability.
- AMP'd C-130s are expected to complete initial operational capability in 2014.
  - AMP aircraft accomplished more than 460 sorties and 1,200 flight hours during developmental testing, which completed Dec. 15.
  - Two of the three aircraft used during developmental testing have been retrofitted to production configuration, and the third retrofit is due to be complete this month. Next, they will be used for factory training.
- **KC-10s avionics are becoming unsupportable** and do not meet FAA or International Civil Aviation Organization 2015 standards for airspace access requirements.
- Modifications are necessary to ensure access to global airspace and address avionics parts obsolescence issues. Specifically, the inertial reference units and flight management system needs to be replaced with other components.
  - AMC approved a stop gap approach to upgrade the KC-10s avionics to meet the 2015 CNS/ATM requirements and to address obsolescence issues. The contract is planned to be awarded in July.

**CELEBRATING AIRMEN****AIRMEN IN PAKISTAN RELATE 2005 EARTHQUAKE TO 2010 FLOOD OPERATIONS**

Approximately five years ago, Airmen from the 818th Contingency Response Group, Joint Base McGuire-Dix-Lakehurst, N.J., were notified to pack their bags and deploy to Pakistan to support relief efforts after a 7.6 magnitude earthquake left more than 80,000 people dead. Two of those Airmen returned to Pakistan five years later with more than 30 members from the group for flood relief operations. Master Sgt. Clay Baxter, who has been an aerial porter 13 years, said, "Two things that helped me this time after being here in 2005: knowing the lay of the land ... how much real estate we had to operate on, and then knowing that the Pakistanis are really great to work with." With their arrival at Pakistan Air Force Base Chaklala Aug. 28 with the equipment, manpower and fortitude to augment the capabilities of the Pakistan government and military, the CRE's operations began much like they did in 2005 -- immediately. Airmen exited the aircraft, set up tents for a place to run operations and, as was the case in 2005, set up their own living quarters. At the same time, they offloaded aircraft bringing in additional manpower and equipment or relief supplies. "I think (flood relief operations are) a lot larger scale because it wasn't just one particular area that was affected," said Staff Sgt. Joshua Gaines. "Getting all these aircraft out with cargo feels pretty good, knowing that we're getting supplies out to affected areas all over the entire country."

**JORDANIAN, U.S. FIGHTER REFUEL IN SKIES ABOVE JORDAN**

Four Royal Jordanian Air Force F-16 pilots received invaluable training Oct. 20 as they went through aerial refueling beside four of their American brethren. A KC-10 aircraft and crew out of Joint Base McGuire-Dix-Lakehurst, N.J. refueled eight F-16s in the skies over Jordan during Falcon Air Meet 2010 -- a two-week exercise bringing military members from various countries together to share doctrine and procedures, strengthen relationships, and improve regional security. "The Jordanian pilots are qualified for aerial refueling, but don't generally get to practice that operation because they don't have a tanker in the fleet," said Capt. Jimmy Kolzow, KC-10 mission commander. "The tricky part is the connection," said U.S. Air Force Staff Sgt. Steven Porter, KC-10 boom operator. "A lot depends on the receiver and how well they fly into the pattern - as long as they stay straight and the weather is on our side, we can make a good connection. After that, the computer takes over and it's an amazingly efficient process."